

19 NOV 1971

**MEMORANDUM FOR:** Executive Director-Comptroller Designee  
**SUBJECT :** The Information Science Center

1. This memorandum is in response to your query about the Defense Intelligence School's Information Science Center. The Information Science Center (ISC) was established in December 1967 by the Director of the Defense Intelligence Agency in response to a request from the Director of Central Intelligence. This request was based on a recommendation by the PFIAB that the DCI stimulate information science training in the intelligence community. In 1968 the USIB established the Intelligence Information Handling Committee (IHC) to ensure "the continuous improvement and integration of the intelligence information handling systems of the USIB member agencies...." Within this tasking, the IHC's Directive called for the initiation of new training programs in information science. Early in 1969 the IHC endorsed the development of three pilot courses at the Information Science Center:

Information Science in Support of Intelligence Functions

Survey of Intelligence Information Systems

Information Science in Support of Estimates and Warning

2. The first running of Information Science in Support of Intelligence Functions was held 2 February - 27 March 1970. CIA's quota was six and five employees were enrolled. Offices represented: [REDACTED], CRS, OSP, NIPE. The course fell short in many respects and student critiques were highly critical. The ISC, in conjunction with other USIB members, then overhauled the course. CIA detailed two officers to the Center, [REDACTED], O/PPB.

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Additionally, [REDACTED] PPE, supported the ISC through his input on the DELPHI forecasting technique. The next running of the Information Science Course was conducted 5 October - 18 December 1970. The Agency's quota was again six, and enrollment was strongly supported by the Executive Director-Comptroller in a memorandum to the Deputy Directors. Five CIA employees attended, from OSR, OCI, MPS, OC, and OSP. Critiques were uniformly favorable, from both CIA students and other USIB students. Since then, there have been two runnings (15 March - 4 June 1971, 3 CIA students, and 17 September - 26 November 1971, 2 CIA students). Another course is scheduled for 10 January 1972, and we have one nominee for our quota of six.

3. The other ISC course, Survey of Intelligence Information Systems, was a success from its first running, 6 - 24 April 1970. CIA had two students (TSD, OSI), and both wrote highly favorable critiques. Since then, three Survey courses have been conducted. CIA sent a total of twelve students to these three runnings. The next Survey course is scheduled for 17 January 1972, and we have three nominees for our quota of six.

4. The Office of Training has handled enrollment details and publicity for ISC, e.g., announcements in Weekly Newsletters to Training Officers, and distribution of ISC's announcements to Training Officers and Information Processing Coordinators. We have, however, been unable to meet our assigned quotas. Improvement in CIA support of the ISC courses is needed. One method might be to assign quotas to the Directorates and responsibility to the Information Processing Coordinators for screening potential nominees to assure that they are directly involved with information handling and/or information science.

5. The ISC is designing a third course, Information Science in Support of Estimates and/or Warning, with the first running scheduled for the fall of 1972. Another ISC course is conducted for reservists, Information Science for Reserve Intelligence Officers. This course has been well received, and CIA has provided guest speakers and

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other training assistance. To date all students have been from Department of Defense elements.

6. I am attaching for your information a copy of the 11 May 1971 Board of Visitors Report to the Defense Intelligence School and call your attention to the marked paragraphs on pages 10 and 12.

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**HUGH T. CUNNINGHAM**  
Director of Training

**Att**

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2 August 1971

MEMORANDUM FOR: Deputy Director of Training

SUBJECT : Managerial Training and Development  
Seminar, Federal Executive Institute,  
Charlottesville, Virginia, 25-30 July 1971

1. This "seminar" was neither external training nor a conference, "workshop" or "task force" might have been a more appropriate title. Therefore I am reporting in this fashion directly to the Deputy Director of Training and requesting that this report and the attached materials be sent to the Deputy Director of Personnel.

2. On Wednesday, 21 July 1971, a luncheon for those attending the seminar was held at the Civil Service Commission. At that time a number of those scheduled to attend the seminar voiced suspicions that the week at the Federal Executive Institute was for some purpose more specific than "improving the participants' knowledge, attitude and skills necessary for the development and administration of a comprehensive and effective managerial training and development program at the agency level." The seminar leaders attempted to dissuade the questioners but finally admitted somewhat sheepishly that, in truth, something was in-the-wind. That "something" being a government-wide program on Executive Development in which the President had a very personal interest. Further discussion was postponed after the seminar leaders promised to provide copies of planning papers and drafts at the seminar.

3. The seminar commenced on Sunday evening with each of the participants provided copies of the planning papers and drafts. These papers were represented as reference materials peripheral to the actual seminar agenda. By Tuesday evening, groups of attendees

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were caucusing and on Wednesday morning they persuaded the seminar leaders to restructure the remainder of the week to concentrate on the details of the proposed Executive Development program and drop several theoretical exercises and tasks. The story had a happy ending with agreement that the week was worthwhile and that the principals could cooperate and communicate in this effort.

4. It was of interest to note that Mr. Arnold Weber, Associate Director, Office of Management and Budget, made a strong pitch to us for this program on Monday and on Tuesday we received word that he had resigned from the Government to return to the University of Chicago.

5. I specifically asked if our Agency would be included in this program. The answer was in the affirmative. The Director, Office of Management and Budget will send a letter - his draft is attached - to the Director, Central Intelligence Agency in late August or early September. I am not clear on the Hampton letter or Civil Service Commission "Guidelines", drafts of which are attached.

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Deputy Chief, Support School -  
Management Training

Attachments:

- A. Advanced Roster of Seminar Participants
- B. Proposed Draft of Director Shultz's Letter
- C. Circular No. A-48
- D. Proposed Revision of Circular No. A-48
- E. Civil Service Commission's Staff Paper: Guidelines for Executive Development in the Federal Service

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22 APR 1971

MEMORANDUM FOR: Deputy Director for Support

SUBJECT: Long-Term Training Programs

1. In response to your recent request, attached are copies of brochures and announcements published by the Civil Service Commission describing long-term training programs sponsored by the Commission and also by facilities outside Government. Three of the publications are current; the small blue brochure was published in October 1969. In that brochure there is a description of the Career Education Awards program which this year was renamed Education for Public Management.

2. The long-term programs sponsored by the Civil Service Commission are Education for Public Management, Educational Program in Systems Analysis, and Fellowships in Congressional Operations. Agency participation in these programs since the early 1960's is as follows:

Education for Public Management (Career Education Awards) -  
17 participants since 1964.

Educational Program in Systems Analysis -  
13 participants since 1966.

Fellowships in Congressional Operations -  
8 participants since 1963.

3. We have nominated four officers to the Civil Service Commission for the 1971-72 Education for Public Management program. Since the nominations deadline was extended to 16 April, in all probability we will not have a decision on our nominations before mid-May. Because of a lack of qualified, available candidates, we did not submit a nomination for the 1971-72 Educational Program in Systems Analysis. On 13 April the Training Selection Board interviewed the six nominees for the Fellowships in Congressional Operations and forwarded three names to the Executive Director for approval.

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HUGH T. CUNNINGHAM  
Director of Training

Attachments